

STAT

Approved For Release 2002/08/15 : CIA-RDP84-00780R000700060030-8

While I wanted not
want to put this paper
into the long range
planning committee
I wanted like to
have these ideas
considered and I
have tried David
I intended to have
the DDS representative
find them in.



28 JUN 1965

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TRANSMITTAL		DATE
TO: <input type="text"/>		8 Jul 65
ROOM NO.	BUILDING	
REMARKS:		
<p><input type="text"/> gave me the attached with the comment that he felt <u>we should not do anything about this right now</u>. He suggested holding the paper until you return at which time we might discuss it and determine what action we might take.</p>		
FHM		
<i>Registry - file</i>		
FROM:		
ROOM NO.	BUILDING	EXTENSION

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TRANSMITTAL SLIP		DATE
TO:		
ROOM NO.	BUILDING	
REMARKS: <i>halt Bairds informal projection</i> <i>[Signature]</i> <i>29 July 65</i>		
FROM:		
ROOM NO.	BUILDING	EXTENSION

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DDFS REGISTRY

FIVE YEAR PROJECTION

FILE *Approp Budget*

1. The five year budget projection of the Office of Training is a pretty sterile and unimaginative paper, based as it is on: one, guessed-at training requirements from the consumer officers and, two, the injunction, "thou shalt do more with fewer dollars and people." There are small increases for periodic step increases and a few promotions, the customary provisions for the maintenance of facilities and the replacement of outworn hardware. Nothing in the projection would indicate that OTR is going to come up with brand new ideas that will startle the Agency or the educational world. For the past few years our energies have been employed in getting the day-to-day job done with fewer people. We long ago reached the saturation point beyond which we can accept no new training requirements without lepping off existing requirements. The budget climate of the past few years has not encouraged new methods and techniques unless these resulted in a saving of people and money.

2. I understand however that the 29th of May exercise may afford components of the Agency an opportunity to project for the next five years those activities which they believe the Agency needs in light of the ever changing world scene. I wholeheartedly welcome

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this opportunity and will propose actions which I think OTR should take and actions which the Agency should take that will have a direct bearing on OTR.

3. Foremost in the first category is research in the field of Program Learning (the "teaching machine"). The world of education is on the verge of the first important breakthrough since the invention of the printing press. It could well come within the next five years and it will most certainly revolutionize the teaching profession.

The Agency is doing little or nothing to participate in Program Learning research or to prepare itself for the breakthrough when it comes. Why? Because Program Learning is initially a very expensive proposition and because initially it requires the full-time use of manpower. OTR has neither to spare.

4. It has already been proved, however, that once a Program has been perfected, there results an increase in the efficiency of the learning process at lower cost than conventional teaching. Program instruction is applicable to many OTR courses; language training most certainly and even tradecraft.

Recommendation: that OTR and the DDS&T embark on a five year program of joint research and programming and that the necessary funds and manpower be allocated for this purpose.

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5. There are several courses of action which the Agency should take now and certainly within the next five years if it aspires to pre-eminence among the National Security Agencies of the Government.

OK
6. First, the Agency should admit it has no language training policy and take immediate steps to establish and police one. For ten years or more OTR has recommended a language training policy for the Agency comparable at least to that of State and Defense. But in 1965 60% of Agency employees who profess a language competence have refused to be tested. Languages are still being taught part-time, and outside of duty hours instead of full-time intensive. Employees are still being sent overseas with insufficient or no language competence. In short, there are as many language training policies in the Agency as there are Branch Chiefs. Branch Chiefs rotate.

Agree
7. If I read the signs correctly there may be a change in the policy of the U. S. Government toward China in the next five years which could levy requirements on the Agency for many more Chinese linguists than we have now. It takes twice as long to teach Mandarin as it takes to teach Russian, and I would guess twice as long to make a "new China hand" as it does a Kremlinologist.

8. The signs point also to increased Agency involvement in Latin America over the next five years and a corresponding demand

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for CIA personnel who have fluency in Spanish, Portuguese, and some knowledge of the tribal languages of the South American Indians. The Agency language bank may have sufficient deposits in German, French, and perhaps Russian and Japanese. But it is impoverished in the languages of Africa, Asia and the Near East.

Good
Recommendation: that the Agency be directed to establish a strong and meaningful language training regulation within 90 days, (it has been worked on for 10 years!) that it be enforced and that language training requirements for the next five years be levied on OTR so that it may plan accordingly.

9. I believe also that the Agency should come to grips with its Career Development policies. We have now in CIA four major directorates and approximately 25 Career Services within the four. Career Planning and Development range from good to poor. But at best they are parochial by nature and are designed to meet the needs of individual Career Services or Directorates. I contend that there is need for an Executive Career Development Program directed at the level of those employees who serve and represent the DCI and DDCI. Within the next five years I believe the "Country Team" concept of the U. S. Government will be expanded and that there

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will be a need at the Supergrade level of the Agency for many officers who need to know more about their Agency, the U. S. Government and international affairs than our present training policies permit.

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Recommendation: that a Staff Study be written for the DCI on the feasibility of establishing an Executive Development Program geared to the requirements of the DCI and EDCI.

10. The Agency is presently suffering from two conflicting administration policies. On the one hand the "new look" policy of the President as interpreted by John Macy and the Civil Service Commission calls for a greatly expanded training program at the Midcareer and Senior levels of all Agencies of the Government. This program calls for "cross fertilization" of inter-agency assignments, more executive development and management training, more education in U. S. and international science, economics, history and public affairs.

11. This eminently worthy policy is simply impossible for CIA under the directly conflicting Administration policy as interpreted by the Bureau of the Budget. This policy proposes increasing annual ceiling restrictions on our T/C. Reduced to its simplest terms it is impossible for a man to be in training and operate at the same time. The Defense Department has always made provision even in wartime for adequate training. CIA has not.

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*Develop
more on
this*

Recommendation: that the DCI request the President and the Congress for authorization to establish a Career Development Complement over and above the Agency's operating strength and thereby enable the Agency to meet its training requirements.

*Systems Analysis Course - Tailored
to CIA needs.*

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

EXTENSION

NO.

DTR 3748

DATE

24 JUN 1965

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Col. White
2. (Personal)

Red
This was a beach week-end cathartic exercise. It never saw the light of day and it never will. But I got a few things off my chest. And at least some of the ideas expressed are "new"!

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